



**Faculty of Cognitive Sciences and Human Development**

**THE INFLUENCE OF WORK-FAMILY CONFLICT FACTORS ON  
EMPLOYEES' JOB SATISFACTION**

**Miker Anak Kuyu@Denis**

HF  
5549.5  
J63  
M636  
2011

**Bachelor of Science with Honours  
(Human Resource Development)  
2011**



1000217965

## BORANG PENGESAHAN STATUS TESIS

Gred: A-

JUDUL : PENGARUH FAKTOR-FAKTOR KONFLIK ANTARA KERJA DAN KELUARGA TERHADAP KEPUASAN PEKERJAAN PEKERJASESI PENGAJIAN : 2008/2009Saya MIKER AK KUYU @ DENIS

(HURUF BESAR)

mengaku membenarkan tesis \* ini disimpan di Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dengan syarat-syarat kegunaan seperti berikut:

1. Tesis adalah hakmilik Universiti Malaysia Sarawak.
2. Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat pendigitan untuk membangunkan Pangkalan Data Kandungan Tempatan.
4. Pusat Khidmat Maklumat Akademik, Universiti Malaysia Sarawak dibenarkan membuat salinan tesis ini sebagai bahan pertukaran antara institusi pengajian tinggi.

\*\* sila tandakan ( ✓ )

☐

SULIT

(Mengandungi maklumat yang berdarjah keselamatan atau kepentingan seperti termaktub di dalam AKTA RAHSIA RASMI 1972)

☐

TERHAD

(Mengandungi maklumat Terhad yang telah ditentukan oleh organisasi/badan di mana penyelidikan dijalankan)

☐

TIDAK TERHAD

(TANDATANGAN PENULIS)

(TANDATANGAN PENYELIA)

Alamat Tetap:

Rumah Nayang, Ensurai ulu,  
95800 Engkilili, Sri Aman,  
Sarawak.

Tarikh : 12/05/2011Tarikh: 12/5/2011

## Catatan:

\* Tesis dimaksudkan sebagai tesis bagi Ijazah Doktor Falsafah, Sarjana dan Sarjana Muda

\* Jika tesis ini SULIT atau TERHAD, sila lampirkan surat daripada pihak berkuasa/organisasi berkenaan dengan menyatakan sekali sebab dan tempoh tesis ini perlu dikelaskan sebagai TERHAD.

### Statement of Originality

The work described in this Final Year Project, entitled  
**“The Influence of Work-Family Conflict Factors on Employees’ Job Satisfaction”**

is to the best of the author’s knowledge that of the author except  
where due reference is made.

12/05/2011

(Date submitted)



(Student’s signature)

MIKER AK KUYU@DENIS  
21451

**THE INFLUENCE OF WORK-FAMILY CONFLICT FACTORS ON  
EMPLOYEES' JOB SATISFACTION**

**MIKER ANAK KUYU@DENIS**

This project is submitted in partial fulfillment of the requirements for a  
Bachelor of Science with Honours  
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development  
UNIVERSITI MALAYSIA SARAWAK  
(2011)

The project entitled 'The Influence of Work-Family Conflict Factors on Employees' Job Satisfaction' was prepared by Miker Anak Kuyu@Denis and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours Human Resource Development.

Received for examination by:

Zaiton

(Dr. Zaiton Bt Hassan)

Date:

12/5/2011

Gred

A -

## ACKNOWLEDGEMENT

First and foremost, I would like to thank and praise the Almighty God for the blessing and strength to face all the challenges and difficulties in this beautiful journey to complete my Bachelor Degree and especially in conducting this research. I am grateful with all the priceless gifts by Him which made me a better person. It is a great journey being here in UNIMAS.

I would also like to take this opportunity to express my gratitude and thanks to my supervisor, Dr. Zaiton Bt Hassan for all her guidance, encouragement and useful advises to my study. Without her, my final year project would not be completed. A word of thanks also goes to my other lecturers who have provided me the knowledge and confidence essential for carrying out the project.

I would like to give thanks to all the employees in SESCO, Jabatan Tanah dan Survei Sri Aman and Majlis Daerah Lubok Antu Engkilili, who kindly participated and answered all my enquiries of the questionnaires. I would also like to thank Dr. Junaidi B. Diki and Madam Sheilla Lim for giving me the opportunity to conduct the research. Besides, I would also like to thank Mr. Lawrence Ak Anjuh for helping me to distribute and collect the questionnaires from the employees. Without them, this survey would not have been a success.

An abundance thanks to my beloved family members for their loving support and confidence throughout the completion of this study. I would never have got this far without all of you. My family members were an amazing source of strength and support for me during the completion of this project.

Moreover, I would like to my friends and fellow course mates who have always give me helpful advice and moral support during the process of completing this study. Last but not least, I thank all the people who were involved directly or indirectly in the process of completing this study.

## TABLE OF CONTENTS

	Page
Acknowledgement	iii
Table of Contents	iv
List of Tables	vii
List of Figures	ix
Abstract	x
<i>Abstrak</i>	xi

### CHAPTER 1: INTRODUCTION

1.1	Introduction	1
1.2	Background of study	2
1.3	Statement of problem	3
1.4	Objectives of study	
	1.4.1 General objective	6
	1.4.2 Specific objectives	6
1.5	Conceptual framework	7
1.6	Hypothesis	8
1.7	Significance of study	9
1.8	Limitation of study	10
1.9	Definition of terms	11
1.10	Conclusion	13

### CHAPTER 2: LITERATURE REVIEW

2.1	Introduction	14
2.2	Concept of Work-Family Conflict	14
2.3	Work-Family Conflict Factors	
	2.3.1 Role Overload and Job satisfaction	18
	2.3.2 Work-to-Family conflict (WFC) and Job Satisfaction	19
	2.3.3 Family-to-Work conflict (FWC) and Job Satisfaction	21
	2.3.4 Caregiver Strain and Job Satisfaction	22
2.4	Concept of Job Satisfaction	25
2.5	Theoretical Framework	26
	2.5.1 Role Theory	26
	2.5.2 Spillover Theory	28
2.6	Conclusion	29



## CHAPTER 3: RESEARCH METHODOLOGY

3.1	Introduction	30
3.2	Design of study	30
3.3	Location of study	31
3.4	Population and sampling	32
3.5	Instrumentation	33
3.6	Pilot Study	35
3.6.1	Reliability Test	37
3.6.2	Validity Test	38
3.6.2.1	Factor Analysis	38
3.7	Normality Test for Actual Study	39
3.8	Data collection and procedures	41
3.9	Data analysis and procedures	41
3.9.1	Descriptive Statistics	42
3.9.2	Inferential Statistic	42
3.9.2.1	Pearson Correlation Coefficient Test	42
3.9.2.2	Multiple Regressions Test	43
3.10	Conclusion	44

## CHAPTER 4: FINDING AND DISCUSSION

4.1	Introduction	45
4.2	Respondents' Distribution on Demographic Characteristics	45
4.3	Factor Influencing Employees' Job Satisfaction	47
4.3.1	Role Overload	48
4.3.2	Work-to-Family conflict (WFC)	49
4.3.3	Family-to-Work conflict (FWC)	50
4.3.4	Caregiver Strain	51
4.4	Employees' Job Satisfaction	52
4.4.1	Level of Employees' Job Satisfaction	53
4.5	Correlation between the Independent Variables and Dependent Variable	53
4.5.1	Correlation between Role Overload and Employees' Job Satisfaction	54
4.5.2	Correlation between Work-to-Family conflict (WFC) and Employees' Job Satisfaction	55
4.5.3	Correlation between Family-to-Work conflict (FWC) and Employees' Job Satisfaction	57
4.5.4	Correlation between Caregiver Strain and Employees' Job Satisfaction	58
4.6	Regression Analysis	60
4.6.1	Dominant factor in influencing employees' job satisfaction	60
4.7	Summary of the Result Testing on Hypotheses	63



4.8	Conclusion	63
-----	------------	----

## CHAPTER 5: SUMMARY, IMPLICATION, LIMITATION AND RECOMMENDATION

5.1	Introduction	64
5.2	Summary	64
5.3	Implications	66
5.4	Limitations	67
5.5	Recommendations	
5.5.1	Organization	68
5.5.2	Human Resource Practitioner	69
5.5.3	Employees	71
5.5.4	Future Researchers	72
5.6	Conclusion	73

References	74
------------	----

### Appendices

Appendix A – Questionnaire

Appendix B – Cover Letters

## LIST OF TABLES

<b>Table 1.0</b> Result of the Reliability Test of the Questionnaire	37
<b>Table 2.0</b> Results for Factor Analysis	39
<b>Table 3.0</b> Result of Normality Test	40
<b>Table 4.0</b> Description of Pearson Correlation Value	43
<b>Table 5.0</b> Demographic Distribution	46
<b>Table 6.0</b> Respondents' Distribution on Role Overload	48
<b>Table 7.0</b> Respondents' Distribution on Work-to-Family conflict	49
<b>Table 8.0</b> Respondents' Distribution on Family-to-Work conflict	50
<b>Table 9.0</b> Respondents' Distribution on Caregiver Strain	51
<b>Table 10.0</b> Respondents' Distribution on Employees' Job Satisfaction	52
<b>Table 11.0</b> Respondents' Distribution on Job Satisfaction Level	53
<b>Table 12.0</b> Pearson Correlation Result	54
<b>Table 13.0</b> Result of Model Summary	60
<b>Table 14.0</b> Coefficients Table	61



## LIST OF FIGURES

**Figure 1.0**  
**Conceptual Framework**

6

## **ABSTRACT**

### **THE INFLUENCE OF WORK-FAMILY CONFLICT FACTORS ON EMPLOYEES' JOB SATISFACTION**

Miker Anak Kuyu@Denis

The aim of this study is to identify the influence of work-family conflict among the employee. The factors concerned are role overload, work-to-family conflict (WFC), family-to-work conflict (FWC) and caregiver strain. Besides, this study also aims to investigate the dominant factor that influences employees' job satisfaction among the employees. A quantitative survey approach by using questionnaires had been carried out as instrument for data collection. 130 sets of questionnaires were distributed to the employees at SESCO and Jabatan Tanah dan Survei Sri Aman. However, only 78 sets of valid questionnaires were being returned and used for the analysis. Pearson Correlation "r" had been used to identify the relationship between the variables while Multiple Regression Linear was used to identify dominant factor that influences employees' job satisfaction. The finding reveals that job satisfaction among the employees is in the average level and there are significant relationships between the independent variables and the dependent variables. Furthermore, work-to-family conflict is identified as the dominant factor that influences employees' job satisfaction. Thus, it is recommended that the organization and management should enhance the organizational policies related to work-family conflict and the skill of supervisors and managers to play effective key roles in increasing employees' job satisfaction.

## **ABSTRAK**

### **PENGARUH FAKTOR-FAKTOR KONFLIK ANTARA KERJA DAN KELUARGA TERHADAP KEPUASAN PEKERJAAN PEKERJA**

*Miker Anak Kuyu@Denis*

*Kajian ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi kepuasan pekerjaan pekerja. Faktor-faktor yang diutarakan adalah bebanan tugas, konflik kerja terhadap keluarga, konflik keluarga terhadap kerja dan tekanan tanggungjawab penjaga. Selain daripada itu, kajian ini juga bertujuan untuk mengenal pasti faktor dominan yang mempengaruhi kepuasan pekerja. Satu kajian kuantitatif dengan menggunakan kaedah borang soal selidik telah dijalankan untuk mendapatkan data. Sebanyak 130 set borang soal selidik telah diagihkan kepada pekerja-pekerja di SESCO dan Jabatan Tanah dan Survei Sri Aman, akan tetapi, hanya 78 set sahaja yang dikembalikan dan digunakan untuk analisis. Pearson Korelasi "r" telah digunakan untuk mengkaji hubungkait antara pemboleh ubah dan Multiple Regresi Analisis bagi mengenal pasti faktor dominan yang mempengaruhi kepuasan pekerjaan pekerja. Kajian mendapati bahawa tahap kepuasan kerja dalam kalangan pekerja adalah pada tahap sederhana. Selain itu, kajian juga mendapati bahawa terdapat perkaitan yang signifikan di antara pemboleh ubah. Konflik kerja terhadap keluarga telah dikenal pasti sebagai faktor dominan yang mempengaruhi kepuasan pekerjaan pekerja. Oleh yang demikian, adalah dicadangkan supaya pihak organisasi dan pengurusan perlu mengkaji polisi organisasi dan meningkatkan kemahiran penyelia dan pengurus dalam memainkan peranan yang efektif untuk membimbing dan menasihati para pekerja dalam hal-hal konflik antara kerja dan keluarga dan kepuasan kerja.*

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter consists of eight important sections. The first section explains the background of the study. The second section describes the problem statement. For the third section, the objective of the study which comprises general and specific objectives will be discussed. The conceptual framework will be shown in the fourth section. In the fifth section, the research hypotheses that were developed based on the conceptual framework will be identified. The sixth section defines the important term used in this study that consists of conceptual and operational definitions of term. The seventh section explains about significance of the study and the limitations of the study will be discussed in eighth section. The conclusion will be provided in the last section.



## 1.2 Background of study

Competing demands between work and home have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes such as rising numbers of women in the labour force, an ageing population, longer working hours and more sophisticated communications technology enabling near constant contact with the workplace. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfill both their employment-related and their personal responsibilities (Rapoport, Bailyn, Fletcher, & Pruitt, 2002).

Thus, having a suitable job satisfies several basic needs and is a good tool for mental and physical health (Hodson, 2001). Job satisfaction, however, does not entirely depend on the nature of one's job but also appears to interact with one's life outside their job and extends to their family. The nature of the work-family relationship is an important part of the work-family structure that ranges from positive to negative (Frone, 2003). In recent years, the view of work and family as separate worlds has been seriously challenged and many studies have been conducted on the effects of work characteristics on the family domain (Delgado & Canabal, 2006; Karimi, 2009). Similarities between the family and work domains may lead to spillover from family-to-work and work-to-family (Dilworth & Kingsbury 2005). Social and demographic changes, an increase in the number of single-parent families, an increase in the elderly population, and, in turn, an increase in caregiving duties (Dilworth & Kingsbury, 2005; Hendrickson, 2000) have changed the dynamics of family in relation to work.

In addition, a rise in global competition, and the need for increased productivity put more pressure on employers to provide some assistance to employees in the management of their multiple roles (Campione, 2008). Thus, the study of the work-family interface has been considered critical in recent decades. Although there

are numerous studies in this area, a few of them have been conducted in the Eastern country, like Malaysia, and most have been carried out in Western countries. The study reported in this paper is conducted with Malaysian employees to explore the unique relationship of work–family interface in a non-Western society with its own specific culture.

### **1.3 Statement of problem**

Globalization competition is a driving force behind current business strategies aimed at reducing costs in order to be successful in the world market. Business strives to be lean, focused and responsive. Organizations attempting to be flexible in order to respond quickly to changing market conditions expected their employees to be likewise adaptable (Jones, Burke & Westman, 2006). In some respects, employees now work in an environment characterized by a permanent state of the flux (Sparrow, 2000).

The business strategies many companies have pursued to become globally competitive have resulted in the centralization of infrastructural business components (e.g., administration, human resources), a consolidation around core business, delaying (i.e., a reduction in the number of organizational levels), outsourcing and offshoring, downsizing and understaffing (Dunford, 1999; Sparrow, 2000; Jones, Burke & Westman, 2006). In turn, employees of these companies and their families face fear of job loss and unemployment, low wages, increased work hours, more demanding workloads and a diminishing sense of control over work (Grosswald et al., 2001; Sparks et al., 2001).

In recent decades, the non-western society has experienced socio-demographic changes in the workplace similar to those experienced in western societies. Due to these changes, non-western employees are experiencing conflict between work and family responsibilities (Karimi 2008). In this context, an imbalance between work and family domains appears to have had negative outcomes for individuals (e.g., job

are numerous studies in this area, a few of them have been conducted in the Eastern country, like Malaysia, and most have been carried out in Western countries. The study reported in this paper is conducted with Malaysian employees to explore the unique relationship of work–family interface in a non-Western society with its own specific culture.

### **1.3 Statement of problem**

Globalization competition is a driving force behind current business strategies aimed at reducing costs in order to be successful in the world market. Business strives to be lean, focused and responsive. Organizations attempting to be flexible in order to respond quickly to changing market conditions expected their employees to be likewise adaptable (Jones, Burke & Westman, 2006). In some respects, employees now work in an environment characterized by a permanent state of the flux (Sparrow, 2000).

The business strategies many companies have pursued to become globally competitive have resulted in the centralization of infrastructural business components (e.g., administration, human resources), a consolidation around core business, delaying (i.e., a reduction in the number of organizational levels), outsourcing and offshoring, downsizing and understaffing (Dunford, 1999; Sparrow, 2000; Jones, Burke & Westman, 2006). In turn, employees of these companies and their families face fear of job loss and unemployment, low wages, increased work hours, more demanding workloads and a diminishing sense of control over work (Grosswald et al., 2001; Sparks et al., 2001).

In recent decades, the non-western society has experienced socio-demographic changes in the workplace similar to those experienced in western societies. Due to these changes, non-western employees are experiencing conflict between work and family responsibilities (Karimi 2008). In this context, an imbalance between work and family domains appears to have had negative outcomes for individuals (e.g., job

dissatisfaction, anxiety, depression, and poor health), for inter relationships (e.g., increase in inter-relationship conflict, and divorce), and for organizations (e.g., absenteeism, decrease in productivity, and increasing turnover) (Hammer & Thompson 2001; Rode et al. 2007). The competing demands between work and family expectations and roles often result in conflict for employees (Kinnunen et al. 2004).

In addition to demographic changes, recent years have witnessed economic changes such as globalization and growth of the global market and multinational companies. Malaysian society is also experiencing changes in the workplace similar to those experienced in Western societies (e.g., competing in a global market). In light of these changes, studies of work–family issues may provide perspectives on work and family interactions (Doumas et al. 2008; Hammer et al. 2002). What needs to be emphasized, however, is an increase in the diversity of the contexts for studies of work–family domains, further highlighting the role of local cultures in the dynamics of work–family influence.

Generally, employees whether in public or private sector have never been satisfied with their job. Mettle (2002) stated in developing countries, it is assumed that employees do not perceive their work as a source of satisfaction and tend to experience various forms of deprivation and withdrawal behavior such as laziness, absenteeism, high turnover and general lack commitment to work. Furthermore, in Malaysia itself working conditions contributes the factors that influence work-family conflict. Average working hours per week in 2004 was 47.4 (Department of Statistics Malaysia, 2005). Workers reported that they had heavier workloads, increasing amounts of shift work and did not receive a good salary. Nearly 100,000 local workers were terminated from their jobs in 2002-2006 (Malaysian Trades Union Congress Bulletin, 2007) and evidence shows that job insecurity is increasing. However, unlike Western developed countries, flexible work options and childcare are not common initiatives offered by Malaysian organizations (Hassan and Dollard, 2007). With all these changes, it comes as no surprise that the Malaysian workforce is stressed (Edimansyah et al., 2008; Manshor et al., 2003).

Therefore, many organizations have tried to become more employees/family/personal life friendly. These efforts have typically involved the creation of policies supportive of work-family balance. However, unfortunately, the presence of work-family policies does not guarantee that they will be utilized or that they will be effective. This may be a result of organization cultures or management practices that support long working hours and may discourage employees from taking advantages of those policies in subtle and not-so-subtle ways (Jones, Burke & Westman, 2006). Thus, while helpful to some people, new policies may have little benefit for the bulk of the working population. This may result of deeply held and long-standing assumptions built into the culture of many organizations that may cause resistance to those changes. These include the expectation that managers need to control the work, that the primary obligation of employees is to their employers, that man should invest more in work than at home and that women have the prime responsibility for the home. Furthermore, there is an assumption that home and work should be separate spheres and home is not the concern of the organization. Men and women who want to succeed may be expected to fit in with these cultural expectations.

Most of the prior researches studied work-family conflict that focused more on the work-family interference and family-work interference instead of studying the influence of caregiver strain as well as role overload at home and workplace (Duxbury & Higgins, 2003). There is must be lack of appropriate work-family policies provided due to undiscovered certain important variable in work-family conflict. In this research, the researcher conceptualizes work-family conflict broadly to include role overload, work-to-family conflict, family-to-work conflict and caregiver strain. It focused on the work and family dimension whereby the researcher identify the influence of work-family conflict on its relationships with employees' job satisfaction in order to compare the results and have a better understanding of the issue of work-family conflict in a non-western country. Hopefully, this broad conceptualized work-family conflict can comprehensively address those immersing issues as well as ensure the effectiveness of establishment of work-family policies in future. In this climate,

managing the boundary between home and work is becoming more challenging. There is a need for employees and employers alike to find flexible and innovative solutions that maximize productivity and increase job satisfaction without damaging employees' well-being, their family relationships and other aspects of personal life.

#### **1.4 Objective of study**

##### **1.4.1 General objective**

The main purpose of this study is to identify the relationship of work-family conflict and employees' job satisfaction.

##### **1.4.2 Specific objectives**

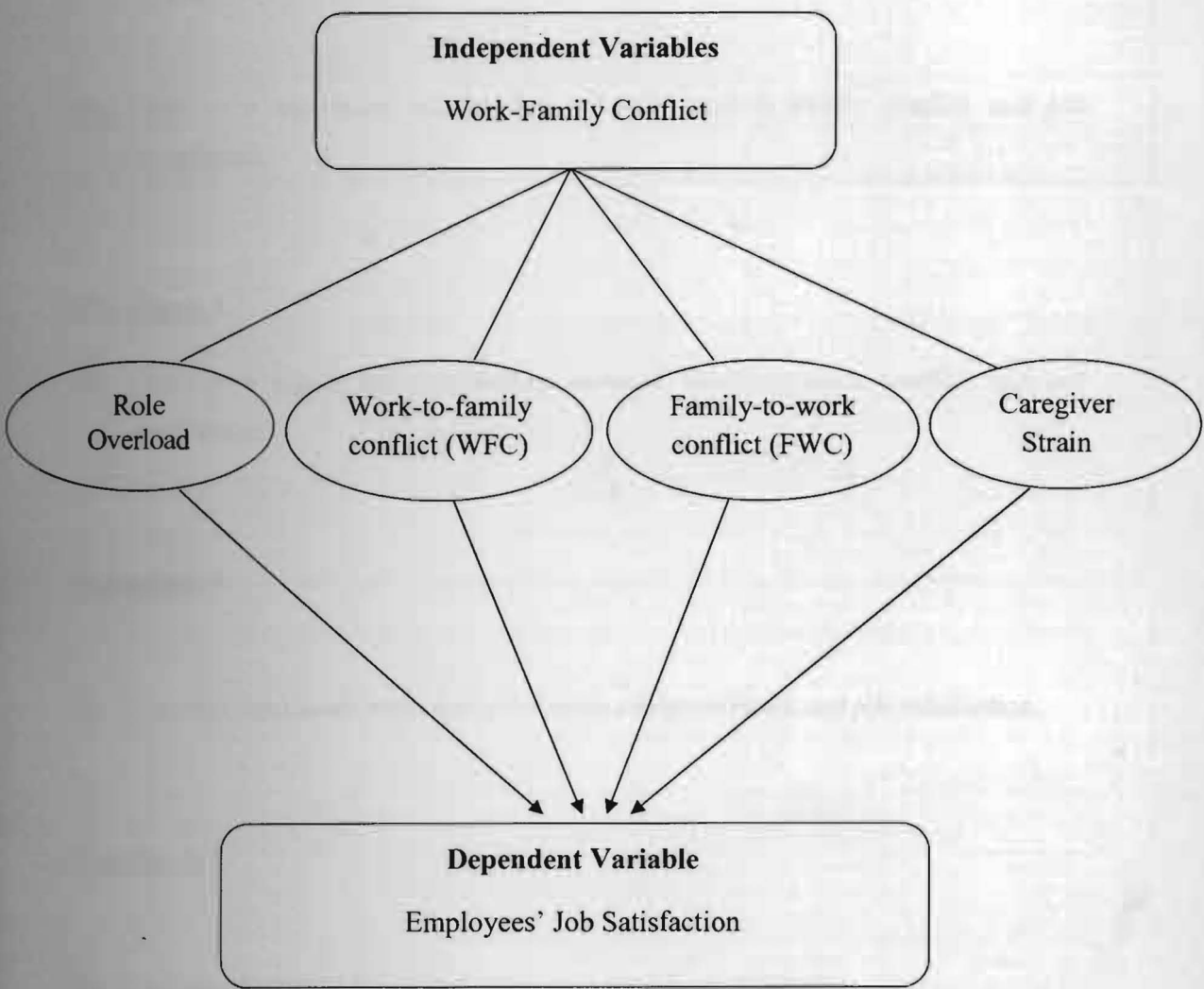
- To identify the relationship between role overload and employees' job satisfaction.
- To identify the relationship between work-to-family conflict and employees' job satisfaction.
- To identify the relationship between family-to-work conflict and employees' job satisfaction.
- To identify the relationship between caregiver strain and employees' job satisfaction.
- To identify the most dominant factors that influence employees' job satisfaction.



1.5 Conceptual framework

The research framework for this study is depicted in Figure 1. In particular, the independent variable is work-family conflict. The dependent variable of this study is employees' job satisfaction.

Figure 1.0 Conceptual Framework



Sources: Adapted from Duxbury, L., & Higgins, C. (2003).



## **1.6 Hypothesis**

### **Hypothesis 1**

**H<sub>1</sub>:** There is a significant relationship between role overload and job satisfaction.

### **Hypothesis 2**

**H<sub>2</sub>:** There is a significant relationship between work-to-family conflict and job satisfaction.

### **Hypothesis 3**

**H<sub>3</sub>:** There is a significant relationship between family-to-work conflict and job satisfaction.

### **Hypothesis 4**

**H<sub>4</sub>:** There is a significant relationship between caregiver strain and job satisfaction.

### **Hypothesis 5**

**H<sub>5</sub>:** There is a dominant factor that influences the job satisfaction.

## 1.6 Significance of study

Technological change and the need to be globally competitive increased the pressures on organizations and employees alike. Time in employment increased for many, as did the use of non-standard types of employment. Non-work demands also increased over the decade as family structures continued to change. Taken together, these changes suggest it is time for another rigorous empirical look at the issue of work-life conflict.

This study is designed to provide business and labour leaders, policy makers and academics with an objective "big picture" view on the issue of work-life conflict in individuals' live in the current situation. It is important not only for the sake of individual employees and families, but also for the sake of employers and work organizations. It has been clearly shown that work-family conflict is associated with various negative individual, family and organizational level outcomes (Allen, Herst, Bruck, & Sutton, 2000).

Besides that, this study suggests practical ideas to managers coping the issues of maintaining satisfaction. This study also contributes better understanding how work-family conflict could affect employees' job satisfaction. It allows managers to take appropriate action to improve organizational design and human resources management so meet employees' satisfaction and fulfill their needs. When satisfaction of the employees has been fulfilling, they can improve their productivity and performance. Moreover, it provides a large contribution in welfare and can boost the morale of their employee and help to build a better image of the organization they worked.

Thus, it is easier for the organization to identify what they need to do to reduce work-life imbalance and help organizations appreciate why they need to change how they manage their employees in their organization. This information will also allow organizations and governments to target their interventions to a particular type of work-life conflict or to a specific group of employees.